

009027 1977E260

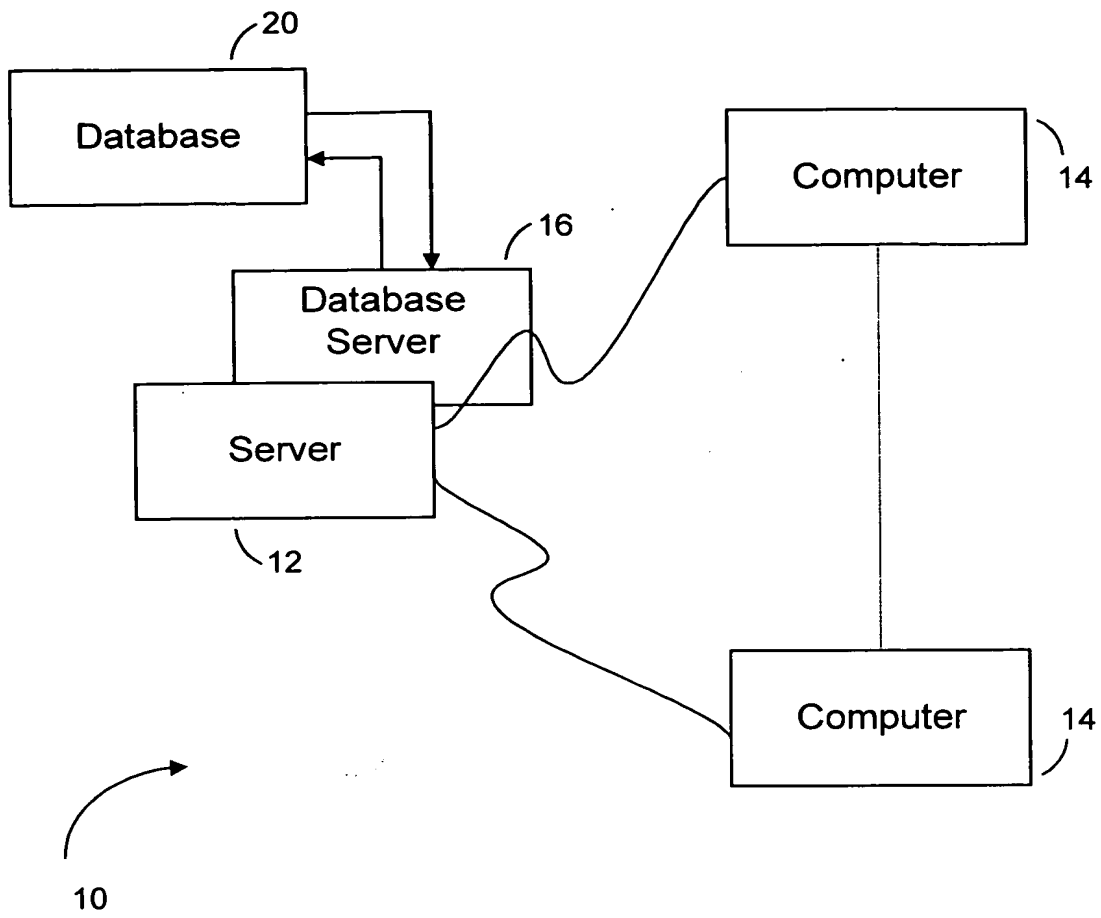


FIG. 1

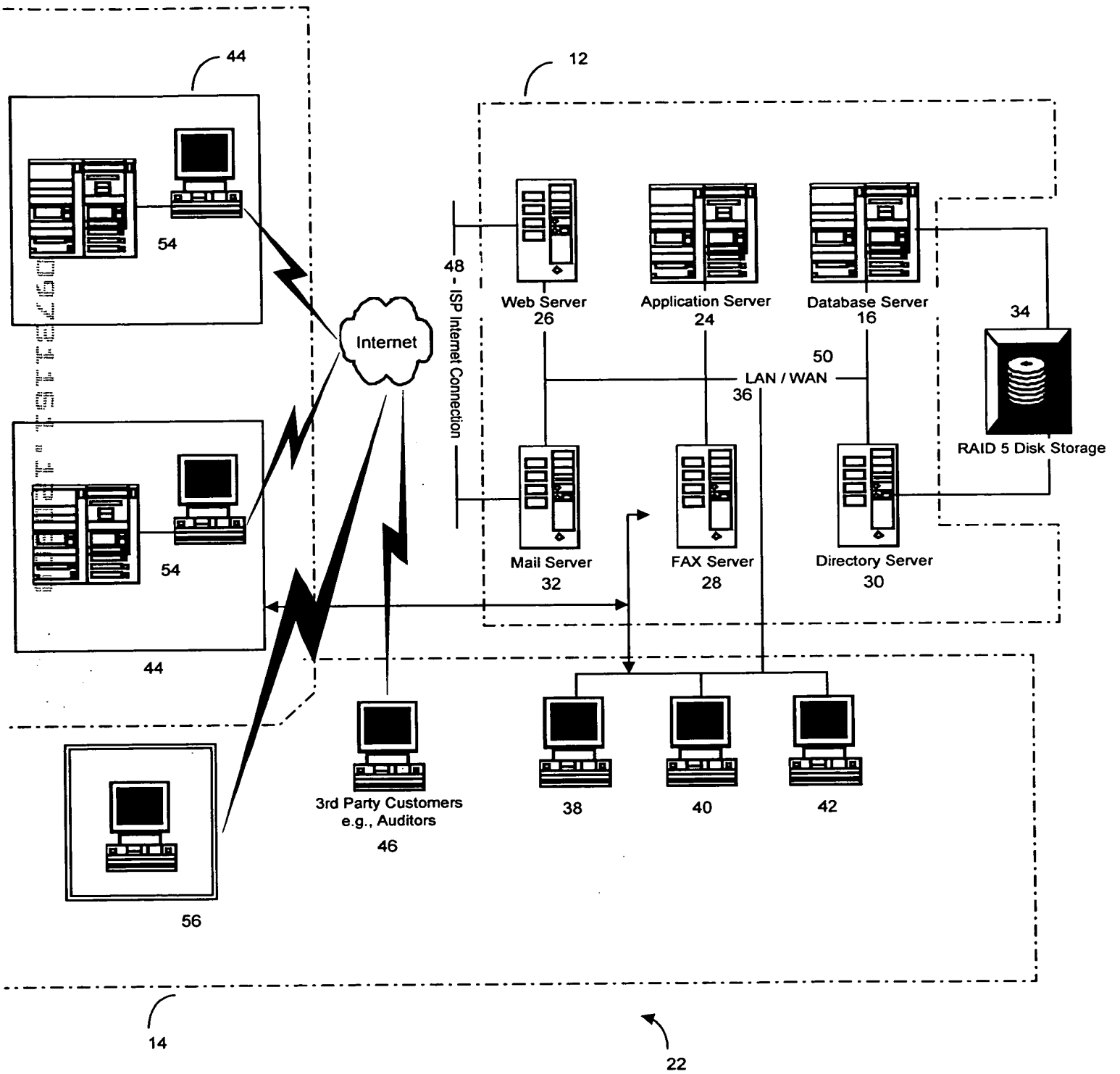


FIGURE 2

FIGURE 3

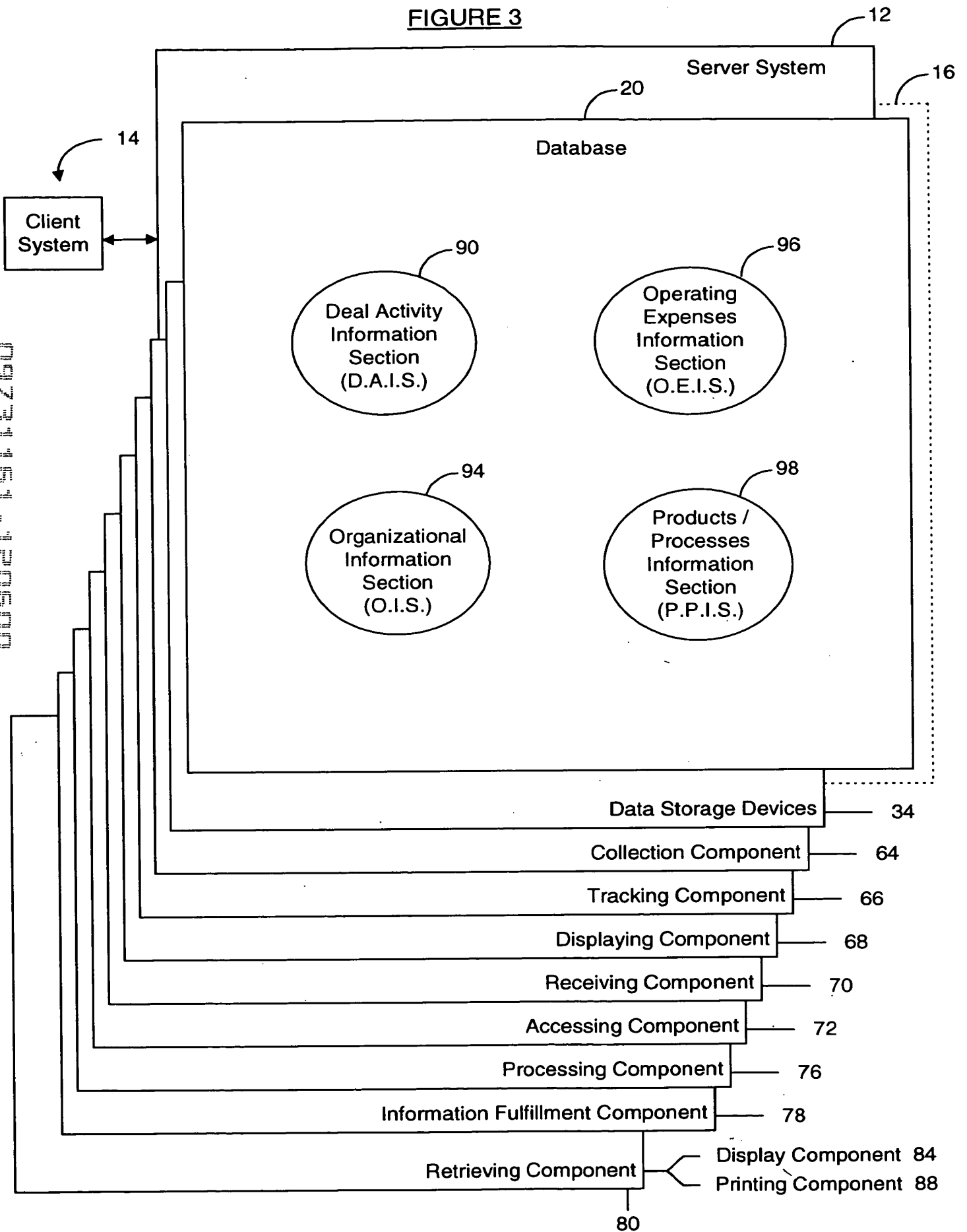
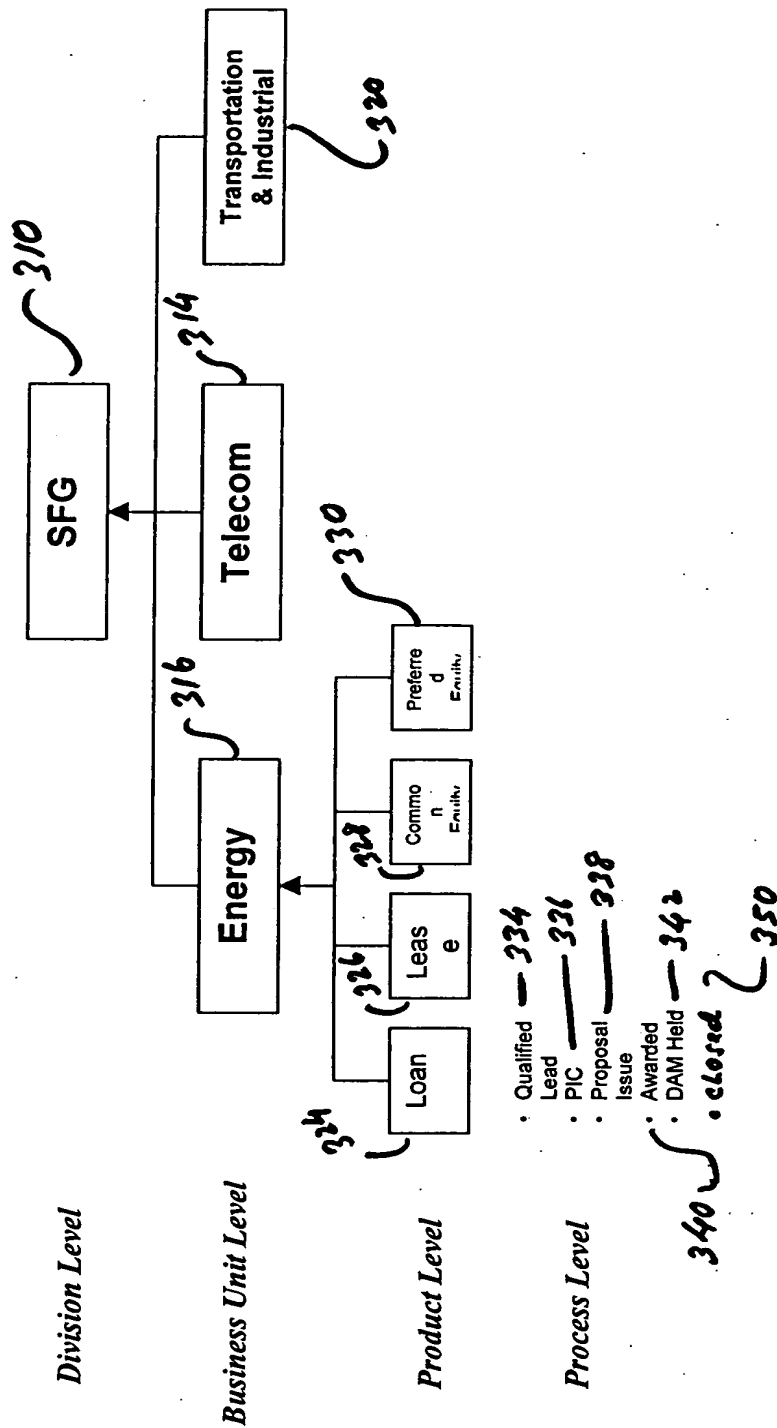


FIGURE-4

300



F16026-5



370

388

374

394

384

| | HQ Level | Board Level | Division Level | Activity | Time Allocation % | Weighted Cost/Process | Average Unit Cost |
|--|----------|-------------|----------------|----------|-------------------|-----------------------|-------------------|
| # of Cells | 23 | 23 | 36 | 102 | 100% | \$ 4,892,265 | \$ 18,323 |
| Lead and eliminated | 23 | 23 | 36 | 102 | 100% | \$ 4,892,265 | \$ 18,323 |
| # of PICS | 23 | 23 | 36 | 102 | 100% | \$ 4,892,265 | \$ 18,323 |
| # of PICS eliminated | 23 | 23 | 36 | 102 | 100% | \$ 4,892,265 | \$ 18,323 |
| # of Issued Proposals | 23 | 23 | 36 | 102 | 100% | \$ 4,892,265 | \$ 18,323 |
| # of Issued Proposals eliminated | 23 | 23 | 36 | 102 | 100% | \$ 4,892,265 | \$ 18,323 |
| # Awarded or Credit Request | 23 | 23 | 36 | 102 | 100% | \$ 4,892,265 | \$ 18,323 |
| # Awarded or Credit Request eliminated | 23 | 23 | 36 | 102 | 100% | \$ 4,892,265 | \$ 18,323 |
| # of DAM Held | 23 | 23 | 36 | 102 | 100% | \$ 4,892,265 | \$ 18,323 |
| # of DAM Held eliminated | 23 | 23 | 36 | 102 | 100% | \$ 4,892,265 | \$ 18,323 |
| HQ Approval | 23 | 23 | 36 | 102 | 100% | \$ 4,892,265 | \$ 18,323 |
| BOD Approval | 23 | 23 | 36 | 102 | 100% | \$ 4,892,265 | \$ 18,323 |
| DAM Mand eliminated | 23 | 23 | 36 | 102 | 100% | \$ 4,892,265 | \$ 18,323 |
| # Approved | 23 | 23 | 36 | 102 | 100% | \$ 4,892,265 | \$ 18,323 |
| # Approved eliminated | 23 | 23 | 36 | 102 | 100% | \$ 4,892,265 | \$ 18,323 |
| Approved and eliminated | 23 | 23 | 36 | 102 | 100% | \$ 4,892,265 | \$ 18,323 |
| Close | 23 | 23 | 36 | 102 | 100% | \$ 4,892,265 | \$ 18,323 |
| 17 T1 '89 Activity Allocation | 23 | 23 | 36 | 102 | 100% | \$ 4,892,265 | \$ 18,323 |
| HQ Deals | 23 | 23 | 36 | 102 | 100% | \$ 4,892,265 | \$ 18,323 |
| BOD Deals | 23 | 23 | 36 | 102 | 100% | \$ 4,892,265 | \$ 18,323 |
| TOTAL | 23 | 23 | 36 | 102 | 100% | \$ 4,892,265 | \$ 18,323 |

400

404

406

380

FIGURE-6

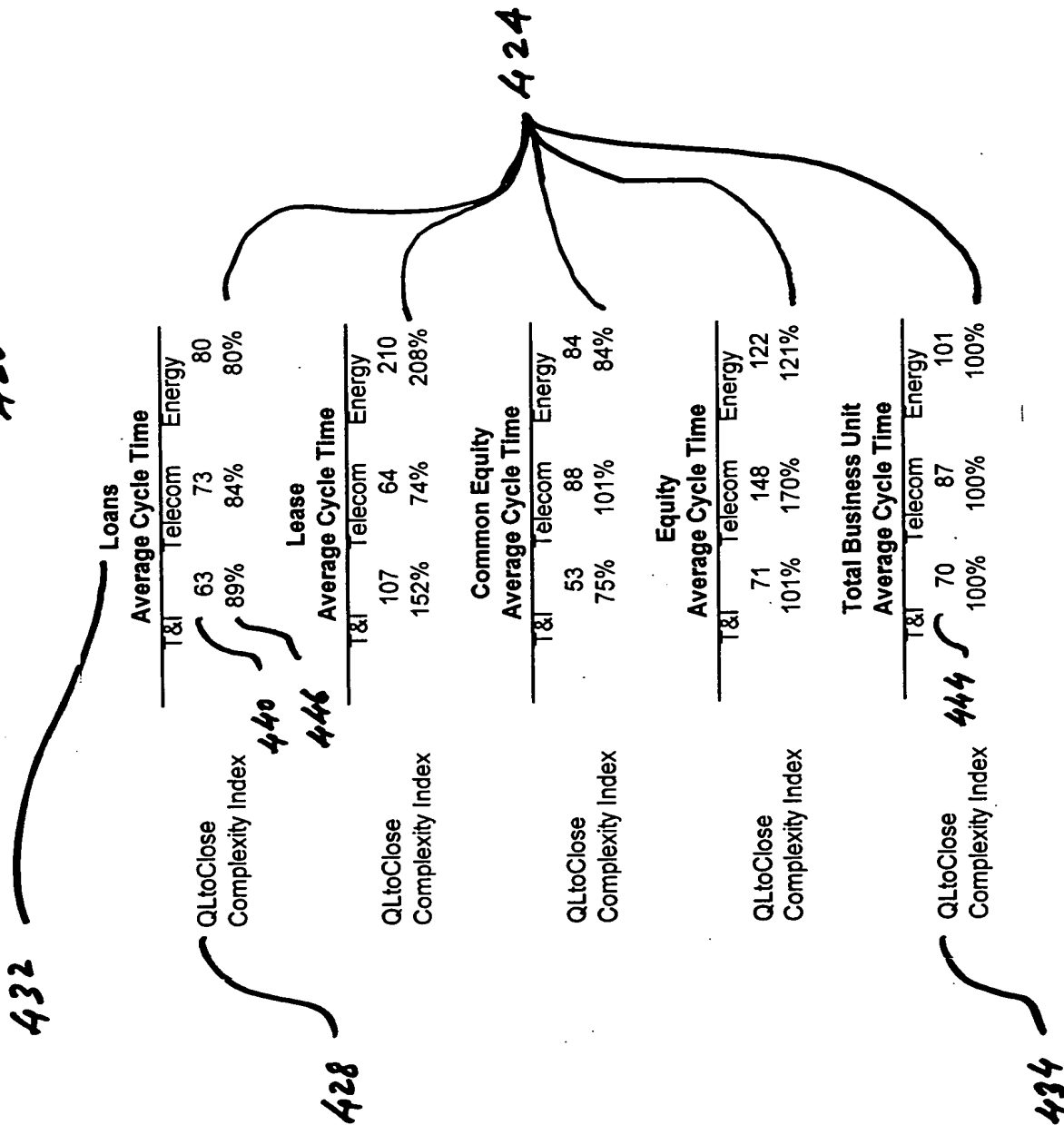


FIGURE - 7 STFCO
460

Complexity Index (QL -CL Cycle) Loan 89% 464 504 506 510

| | HQ Level | Board Level | Division Level | Loan Total |
|-----------------------------|----------|-------------|----------------|------------|
| # of QL | 43 | 10 | 500 | 127 |
| Lead and Terminated | 8 | 2 | 19 | 29 |
| # of PICs | 35 | 3 | 52 | 95 |
| PIC and Terminated | 17 | 4 | 11 | 32 |
| # of Issued Proposals | 18 | 4 | 41 | 63 |
| Issued and Terminated | 2 | 2 | 5 | 9 |
| # Awarded of Credit Request | 16 | 2 | 36 | 54 |
| Awarded and Terminated | 1 | 0 | 2 | 3 |
| # of DAM Held | 15 | 2 | 34 | 51 |
| DAM and Terminated | 3 | 1 | 9 | 13 |
| # Approved | 12 | 1 | 25 | 38 |
| Approved and Terminated | 4 | 0 | 5 | 9 |
| Close | 8 | 1 | 20 | 29 |

| | | | | |
|-----------------------------|------------|------------|------------|------------|
| # of QL | \$ 18,323 | \$ 18,323 | \$ 18,323 | \$ 18,323 |
| Lead and Terminated | | | | |
| # of PICs | \$ 8,796 | \$ 8,796 | \$ 8,796 | \$ 8,796 |
| PIC and Terminated | | | | |
| # of Issued Proposals | \$ 38,532 | \$ 38,532 | \$ 38,532 | \$ 38,532 |
| Issued and Terminated | | | | |
| # Awarded of Credit Request | \$ 94,534 | \$ 94,534 | \$ 94,534 | \$ 94,534 |
| Awarded and Terminated | | | | |
| # of DAM Held | \$ 21,034 | \$ 60,474 | \$ 21,166 | \$ 22,669 |
| DAM and Terminated | | | | |
| # Approved | \$ 51,551 | \$ 51,551 | \$ 51,551 | \$ 51,551 |
| Approved and Terminated | | | | |
| Close | \$ 232,771 | \$ 272,210 | \$ 232,902 | \$ 234,405 |

492 494 490 480 484

FIGURE 8

520

Loan

| | HQ Level | Board Level | Division Level | Total Costs |
|-------------------------------|--------------|-------------|----------------|---------------|
| # of CL | \$ 787,893 | \$ 183,231 | \$ 1,300,939 | \$ 2,272,063 |
| # of PICS | \$ 307,867 | \$ 70,370 | \$ 457,402 | \$ 835,638 |
| # of Issued Proposals | \$ 693,576 | \$ 154,128 | \$ 1,579,812 | \$ 2,427,516 |
| # Awarded or Credit Request | \$ 1,512,541 | \$ 189,068 | \$ 3,403,217 | \$ 5,104,825 |
| # of DAM Held | \$ 315,516 | \$ 120,948 | \$ 719,639 | \$ 1,156,102 |
| # Approved | \$ 618,618 | \$ 51,551 | \$ 1,288,787 | \$ 1,958,956 |
| Total Costs | \$ 4,236,010 | \$ 769,295 | \$ 8,749,795 | \$ 13,755,100 |
| Unit Cost per Close Deal | \$ 232,771 | \$ 272,210 | \$ 232,902 | \$ 234,222 |
| Total Cost per Close Deal | \$ 529,501 | \$ 769,295 | \$ 437,490 | \$ 474,314 |
| Total Costs: | | | | |
| Close Deals | \$ 1,862,167 | \$ 272,210 | \$ 4,658,048 | \$ 6,792,425 |
| Dead Deals | 2,373,842 | 497,085 | 4,091,748 | 6,962,675 |
| Total Costs | \$ 4,236,010 | \$ 769,295 | \$ 8,749,795 | \$ 13,755,100 |
| Dead deals % of Total Costs | 56% | 65% | 47% | 51% |
| Hit Rates (DAM Held to Close) | 53% | 50% | 59% | 57% |

Total Costs 524

Unit Cost per Close Deal 560

Total Cost per Close Deal 562

Total Costs:

Close Deals 564

Dead Deals 566

Total Costs 568

Dead deals % of Total Costs 570

Hit Rates (DAM Held to Close) 572

546

530

548

540

FIGURE - 9

580

1999 T&I Operating Cost for Loans by Process

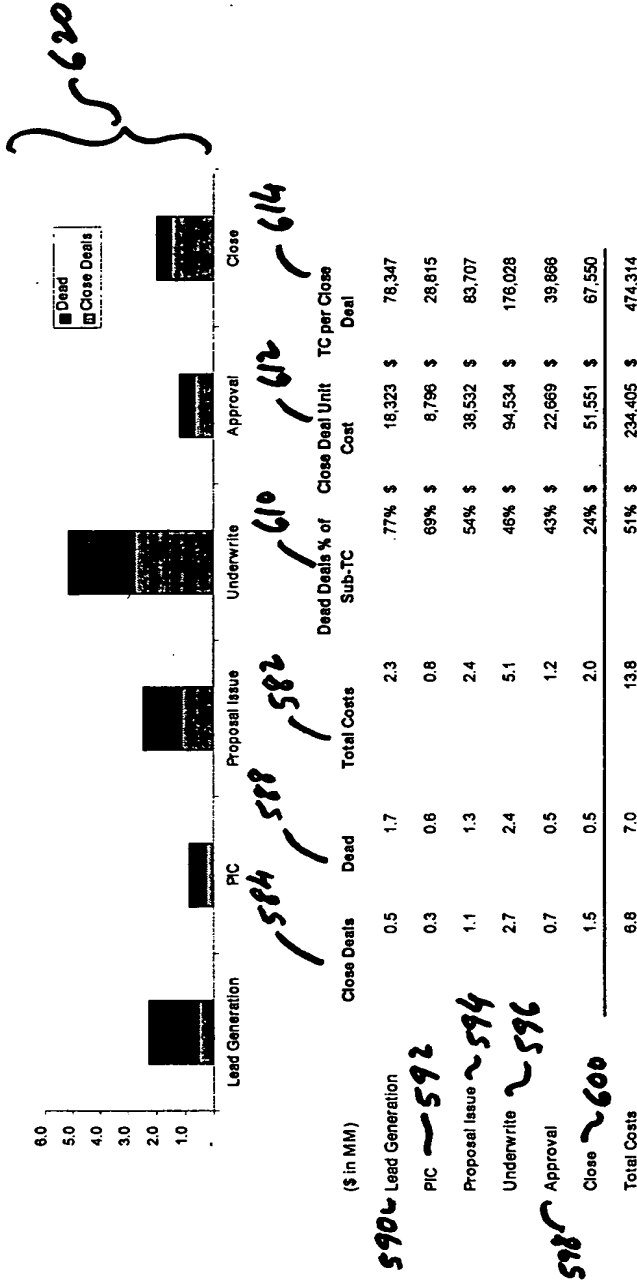
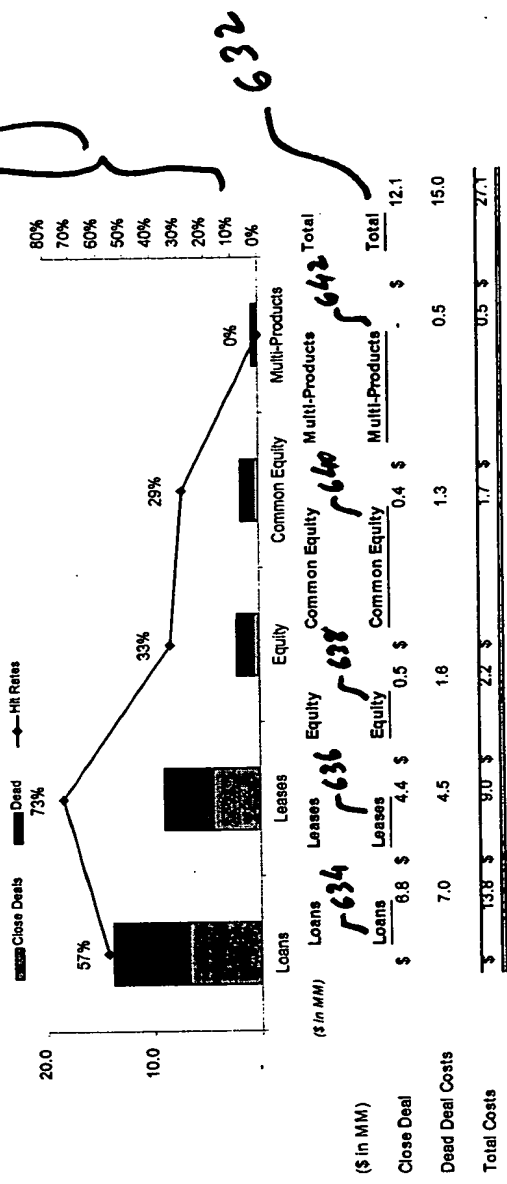


FIGURE 10 630

1999 T&I Operating Cost by Product



| | | | | | | |
|-------------------------|------------|------------|--------------|------------|----------|------------|
| Dead Deals % of Sub-TC | 51% | 51% | 78% | 78% | 100% | 55% |
| Hit Rate (DAM to Close) | 57% | 73% | 33% | 29% | 0% | 55% |
| Close Deal Unit Cost | \$ 234,222 | \$ 403,084 | \$ 261,834 | \$ 198,093 | # DIV/01 | \$ 276,090 |
| TC per Close Deal | \$ 474,314 | \$ 815,315 | \$ 1,083,511 | \$ 840,785 | # DIV/01 | \$ 615,898 |

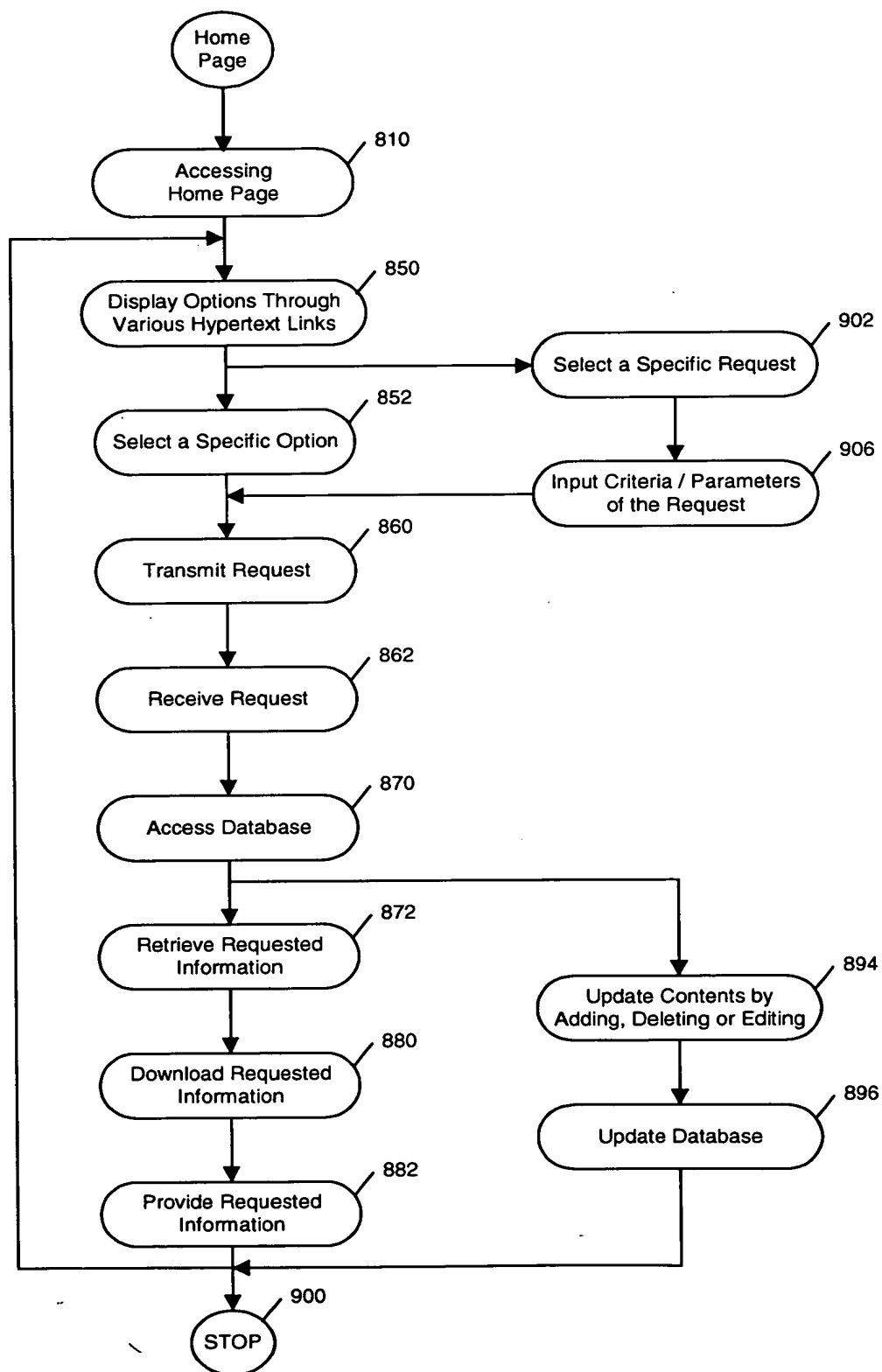
720

| Age Group | Dead | Close Deaths |
|-----------|------|--------------|
| 0-10 | 0.1 | 0.0 |
| 11-20 | 4.2 | 0.0 |
| 21-30 | 0.0 | 0.0 |
| 31-40 | 0.0 | 0.0 |
| 41-50 | 0.0 | 0.0 |
| 51-60 | 0.0 | 0.0 |
| 61-70 | 0.0 | 0.0 |
| 71-80 | 0.0 | 0.0 |
| 81-90 | 0.0 | 0.0 |
| 91-100 | 0.0 | 0.0 |

| | Close Deals | Dead | Total Costs | Dead Deals % of Sub-TC | Close Deal Unit Cost | TC per Close Deal |
|-----------------|-------------|------|-------------|------------------------|----------------------|-------------------|
| Lead Generation | 0.8 | 4.1 | 4.9 | 84% | \$ 18,323 | \$ 111,188 |
| PIC | 0.4 | 1.2 | 1.7 | 73% | \$ 10,210 | \$ 38,287 |
| Proposal Issue | 2.0 | 3.2 | 5.2 | 61% | \$ 46,183 | \$ 118,607 |
| Underwrite | 4.7 | 4.8 | 9.4 | 49% | \$ 107,707 | \$ 212,987 |
| Approval | 1.3 | 1.0 | 2.3 | 45% | \$ 28,631 | \$ 52,057 |
| Close | 2.8 | 1.0 | 3.6 | 29% | \$ 59,718 | \$ 82,790 |
| Total Costs | 11.8 | 15.2 | 27.1 | 58% | \$ 270,772 | \$ 815,888 |

FIGURE 12

800



09734461-120600